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*Sub file  
J. G. Nathan*

# EYES ONLY

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Inspector General's Survey of DD/S

REFERENCE : Excerpts from Survey (DD/E-56-2667/C)

1. We are in complete agreement with the comments of the IG (III.B.6. Page 29) regarding the functions of the Personnel Officer assigned to the SSA-DD/S, and believe that progress has been made in this direction. The IG has identified one of the reasons (convenience of physical proximity) why the SSA representatives tend to perform relatively routine tasks which could be done by elements of their parent organizations. Another reason, we believe, is the human element of hesitancy to refer relatively routine tasks to the parent organization when such tasks have been given the SSA representatives by senior DD/P officials who have a special interest in a particular case. We have discussed this matter with both the past and present Personnel representatives of SSA-DD/S and have complete understanding as to the manner in which the job should be performed. Our views are in accord with those expressed by the IG.

2. We are substantially in agreement with the IG's comments (III.B.9. Page 31) regarding cumbersome practices and procedures which limit ability to get things done quickly and with a minimum of "red tape." We believe that relatively isolated "flap" or serious problem cases, which have caused difficulty and embarrassment in settlement, have created a tendency to devise regulations, procedures, and reports which, to the greatest possible degree, will prevent the recurrence of a similar problem. We also believe there is a tendency to provide for every contingency in drafting field regulations, procedures, and reports. This latter effort seems to contribute to the delay in getting regulatory material to the field stations which, in the form of policy, basic rules, and guidance, would permit expeditious action in the field and would greatly reduce the number of time consuming and expensive individual cases submitted to Headquarters for decision. We believe that complaints of field stations regarding regulations and procedures which cause difficulty because of excessive work burden, or complexity of detail, have been popularly misconstrued as a complaint against all regulations. In practice, the problems of field stations are greatly reduced by having at hand the basic regulations and procedures which tell them what they can do. With such basic material at hand, the proper exercise of administrative judgment will take care of the peculiarities of individual cases. We strongly recommend the review and revision of regulatory material which unnecessarily restricts expeditious action. At the same time, we strongly recommend regulations and procedures which are adequate

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to permit conclusive action at clerical and other low organizational levels without incurring the problems which arise from incorrect or inadequate handling of a large volume of the work at those levels. Inadequate regulations and procedures tend to negate the efforts of "working level" employees, overburden more senior employees with the handling of individual problem cases to the detriment of plans, programs, supervision and review, and probably result in unnecessary employment. We are aware that the ID/S has taken action to improve the regulations, including those pertaining to Personnel, and are glad to participate in this endeavor.

3. Other comments regarding Personnel contained in the excerpts from the IG's Survey are rather broad in their indictment of Personnel for general inadequacy and are difficult to answer. These comments, in the order presented in the excerpts, are:

a. I.D. (Page 2)

"The ID/S is making significant progress in providing a unified system of support for the entire Agency. Some support units, such as Communications, think and act as organic support elements of ID/P and are so accepted; others are making progress; and still others, notably Personnel and Logistics, leave room for improvement."

b. III.A.3.a. (Page 15)

"The volume and character of complaints directed at the Office of Personnel are impressive. Key ID/P officials have implied clearly that the Office of Personnel is neither equipped nor qualified to be the personnel office for the Clandestine Services. Repeated complaints are voiced within ID/S about the difficulty of rotating personnel even for training purposes. The 25 April 1956 Inspector General Survey of OGP pointed out the inequities and shortsightedness of recruiting practices in the ID/I."

c. III.A.4.a. (Page 20)

"ID/S personnel, in developing support programs, must think and act in terms of clandestine problems and operations, and must be so trained and oriented that they become in fact the organic support elements of the ID/P. Some ID/S components, notably Communications, have achieved this status and are so accepted by ID/P. Others such as Security, Training, and Medical, are making substantial progress. Still others such as Logistics and Personnel have much to accomplish."

d. III.A.5.b. (Page 24)

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"In short, it is felt that the 'confederation' concept should only extend to those DD/S units which demonstrate consistently superior accomplishment. With respect to less efficient areas, notably Personnel and Logistics, the DD/S should exercise stronger command and fix standards of performance from the top down."

4. We have been painfully aware of adverse opinions regarding Personnel from previous IG reports, unfavorable comments, the anonymous memo on "Aids to Personnel Management" introduced through the Career Council, etc. Some of the criticism is undoubtedly properly addressed exclusively to the Office of Personnel. We are earnestly endeavoring to correct known deficiencies and believe our employees will not be found lacking in attitude and willingness to serve the DD/P. In other areas, such as recruitment and classification, the success of our programs is necessarily shared with the operating components. In still other areas, such as assignment and rotation, all authority (except for review of qualifications, availability of established position, etc.) for such action now rests with the Heads of Career Services and the chain of command of the Deputy Directors. Representatives of the Office of Personnel can, and do, help effect assignments by locating employees with the desired qualifications for vacancies, finding suitable jobs for employees requiring reassignment, etc., but their efforts are to no avail unless there is action by the Career Service or the chain of command.

5. In Offices such as Communications, Personnel and Comptroller there is no unusual problem with internal rotation and reassignment since the Head of the Career Service is also in command of the unit. In the absence of a surplus of employees there is no excuse for "walking the halls" by casuals. However, there is no provision for the reassignment of an employee between those offices except by agreement of each office head or by direction of the DD/S. Understandably, office heads do not wish to release good employees who are needed by the office, although, in the opinion of others, the employee is needed elsewhere. Also, understandably, office heads do not wish to accept employees from other offices where their performance is questioned.

6. The DD/P organization has a much more complex situation with regard to rotation and assignment because of its size and because the employees utilized by the Area Divisions are members of various Career Services. There is also an unavoidable imbalance of field and headquarters employees in some Divisions which requires a great deal more rotation across command lines than is necessary in other Agency components. The command and staff relationships in the DD/P would indicate that assignments and rotation, other than by agreement of the losing and gaining components, must be directed by the DD/P or his designee acting in a command position. It is believed the present DD/P Career Service administrative structure is suited for such action. Each Area Division has its own personnel staff, responsible to the Division Chief, to assist in the personnel management of the Division and its field stations. These Division personnel staffs share responsibility with the Career Management Officers of the Senior Staffs of the DD/P and the several Career Service panels for rotation and

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reassignment between the Area Divisions and Senior Staffs of DD/P. The DD/P recently reorganized its Career Service administrative structure in a manner which, it is believed, will expedite personnel actions.

7. We believe the DD/P has done, and is doing, a good job of management of its personnel, and while the Office of Personnel does not act in an authoritative position with regard to rotation and reassignment, a major portion of our effort is directed toward assistance to DD/P Career Services and officials who are in authority. We believe the career management in DD/P, the advancement and development of its employees, and the career opportunities which are available have greatly contributed to the good morale of its employees and the success of its operations. With this in mind we are somewhat surprised at the IG's statement that key DD/P officials have implied clearly that the Office of Personnel is neither equipped nor qualified to be the personnel office for the Clandestine Services. However, we believe this statement may offer a valuable clue as to the nature of complaints regarding Personnel. In the context of other statements we believe the statement referred to above must include functions of rotation and reassignment. If this is so, we believe there should be a review of the delegated functions and authorities, and the responsibilities, of the various elements concerned with personnel administration.

8. The Personnel employees assigned exclusively to servicing the DD/P have been especially chosen for their attitude, interest, and demonstrated or potential ability. We are not aware of a complaint against any of this group by DD/P officials. We are aware that supervisors' requests (not only in DD/P) for upgrading positions which cannot be accommodated under Agency standards frequently result in dissatisfaction. However, we do not believe that responsible officials of the DD/P would want, or permit, us to take the easy and temporarily agreeable way of granting each request, to the ultimate ruination of the Organization, just to avoid criticism.

9. It is not our intent to disclaim shortcomings or errors. On the contrary, we are aware of many areas where improvement is needed and where action has been taken to effect improvements. It would be most helpful if other problem areas could be identified (including those where there may be misunderstanding regarding authority and responsibility) in order that appropriate action can be taken. We believe this might be accomplished by informal discussion with the Inspector General and DD/P.

10. It is suggested that the DD/S arrange an informal discussion with a representative of the Inspector General, the DD/P, and the Office of Personnel for the purpose of identifying the areas and the nature of the shortcomings which lead to the all inclusive indictment contained in the IG's report. It is emphasized that it is not our purpose at such a meeting to refute or defend. We hope to identify shortcomings and initiate corrective action.

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